

Meeting of the Minds

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Take-Aways

1. Quality of Hire vs. Quality of Hiring
 - a. Do not care about how many people you hire
 - Focus on the # is insufficient and a dangerous way to define success
 - A difference exists between hiring a great person and making a great hire
 - How does the Hire add value to the organization, are they in the right position?

"A Players" or "A Positions"?: The Strategic Logic of Workforce Management

READ IT HERE: <http://hbr.org/2005/12/a-players-or-a-positions/ar/1>

- b. Our system is set up to hire to based on demand - Not disciplined to hire great person for the right job
 - i. Always to over burdened – high demand
 - Go to hiring manager and say you can hire all the people you did last year or hire 10% less but you get to pick the job they are in
 - Our system is set up to hire to demand
 - Requires seat at the table and influence
2. Workforce Planning tends to end up as excel spreadsheet exercise of how many you need to hire
 - a. Most people do not look at the supply – what talent is available and where is it, at what point in the pipeline
 - No source will tell you what the pool is for your organization
 - Public numbers are unlikely to be 1/5 of what your organization needs
 - Create your own Supply analysis
 - Filter starting with Occupation, experience, area of training, geographic location, etc to arrive at "Ball park estimate"
 - i. E.g., 20% of engineers coming out of school - how many do you hire vs. how many are coming out – what is your organization's market share – watch over time, are needs going up and pool getting

smaller? Look by region – numbers might not be the same

- Competitive advantage - know more than your competitors – it takes a while for them to catch up
3. Employment brand is not the same thing as corporate brand
- a. What do your candidate pools think of you as an employer, not as your business?
 1. Are you stodgy? Outdated? Not Creative? Too Rigid? Fun?
 - Research what they think of you and other relevant employers competing in the talent pool
 - Tell them who you are – but be honest, they will find out if you are not what you say you are
4. Hiring as Chess and not just Checkers
- a. Checkers Hiring is Fast and Efficient based on the move - boom, done
 - b. Chess Hiring is a combination of steps
 - i. Always thinking 2 or 3 moves behind and 2 or 3 moves ahead
 - ii. Take the Offense – the things each org needs to do because if they don't their fundamental productivity or outcome will be affected
 - What is a business trying to achieve – what is the staffing support to achieve that outcome
5. Metrics
- a. QOH is important to know
 - i. Measure based on 2 years of performance, potential, and attrition
 - ii. Rank based on High/Middle/Low quality hire
 - b. Tells a lot about quality of person and source
 - i. Job fairs, schools, referrals, internals, by hiring manager